

DEPARTMENT OF THE NAVY

January 7, 2004

From: Secretary of the Navy
Chief of Naval Operations
Commandant of the Marine Corps

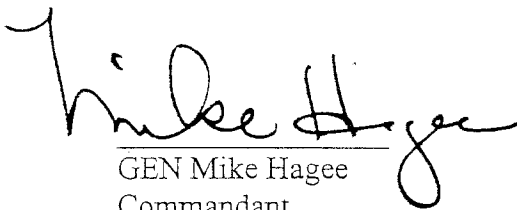
To: All Hands

Subj: Department of the Navy Objectives for 2005

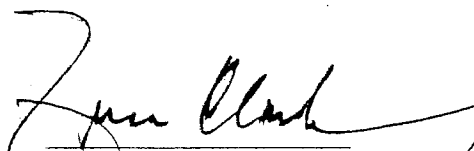
As we begin a New Year, the Leadership Team of the Department of the Navy is pleased to share with you the priority objectives for the Department. The attached objectives are not intended to be a comprehensive list of all that needs to be accomplished this year. They do, however, reflect our joint consensus on areas we personally intend to manage and track to assure that the objectives are met.

The 2005 Objectives include several from 2004 that continue to require constant attention and high energy, such as prosecuting the Global War on Terrorism. Note that we've added taking care of our wounded Marines and Sailors and their families as a priority GWOT objective. Safety also remains a high priority objective for 2005. There are several significant new objectives this year, such as the Quadrennial Defense Review and BRAC. Objectives like these will impact not only the Department of the Navy, but also the entire Defense Department.

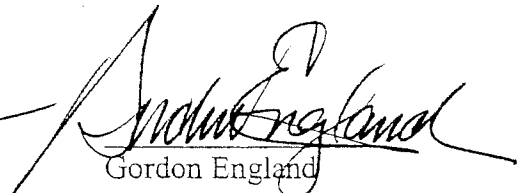
Your support of the attached objectives for 2005 is necessary and appreciated. Thanks for what you do every day to preserve our Nation's liberties and freedoms.



GEN Mike Hagee
Commandant
of the Marine Corps



ADM Vern Clark
Chief of Naval Operations



Gordon England
Secretary of the Navy

Department of the Navy 2005 Objectives

1. Global War on Terrorism Continue to aggressively prosecute the Global war on Terrorism (GWOT).
 - a. Take care of wounded Marines / Sailors and their families.
 - b. Incorporate financial and program processes to rapidly respond to operational needs and to provide for reconstitution of OEF/OIF assets.
 - c. Shape PR-07 to meet short and long-term GWOT requirements.
 - d. Establish a Naval Innovation Laboratory environment to enable rapid acquisition and development processes for evaluating, testing and deploying of GWOT solutions. Countering IEDs, RPG's and mortars is the principal focus of this effort in 2005.
2. Homeland Security Use the Memorandum of Agreement negotiated with the Coast Guard in 2004 as the foundation for broadened relationships with international navies to develop an integrated intelligence and command and control system to assist in GWOT.
3. Safety
 - a. Improve all safety results across DoN.
 - b. Improve safety results across DoN to meet Secretary of Defense challenge to reduce mishaps by 50% across the two year period, 2004 and 2005.
 - c. Initiate prioritized actions of the Navy and Marine Corps Safety Council.
4. Human Capital Strategy
 - a. NSPS -- Accomplish all orientation, training and other activities to start Spiral One in July.
 - b. Continue to pursue strategies to decrease overall manpower costs within DoN while improving effectiveness and personnel satisfaction.
 - c. Strategically focus Naval Education and Training.
 1. Formulate vision and goals including lessons learned from GWOT like foreign language and cultural skills.
 2. Establish an implementing organizational approach integrated into career progression and advancement.
 3. Establish actionable metrics.

Department of the Navy 2005 Objectives

5. Shipbuilding Formulate, articulate and incorporate into PR-07 a comprehensive shipbuilding program to encompass all aspects of Sea Basing and quick reaction to trouble spots.
 - a. Develop a comprehensive plan to include affordability, industrial base, operational needs, supply chain optimization and mutually supportive joint activities.
 - b. Define the requirements for MPF(F) and proceed with ship design efforts.
6. BRAC
 - a. Complete analysis and prepare recommendations for submission to DoD to achieve the goals for BRAC.
 - b. Provide data and analytical support to sustain DoD recommendations during consolidation by the BRAC Commission, the President and the Congress.
 - c. Organize, prepare, and coordinate BRAC 2005 expeditiously and efficiently; complete implementation of recommendations from past rounds of BRAC.
7. Quadrennial Defense Review Leverage the Quadrennial Defense Review (QDR) to effectively influence DoD and DoN strategic direction.
 - a. Maximize joint warfighting interoperability while emphasizing unique maritime capabilities and DoN operational considerations.
 - b. Use QDR analyses to better understand and reconcile capability-based force posture requirements.
 - c. Drive the QDR process to facilitate near and long-term force-shaping and strategic response capability.
8. Analytical Tools and Modeling Develop analytic tools to model and determine future warfighting requirements and capabilities to counter conventional, asymmetric, catastrophic, etc. risk areas.
9. Information Technology Transform the enterprise business IT functions of the Navy.
 - a. Achieve 100% cut over to NMCI.
 - b. Begin to turn off legacy networks and consolidate legacy servers.
 - c. Reduce the number of applications through the FAMS application rationalization and migration processes.
 - d. Develop methods for enhanced life-cycle management and visibility of IT assets to reduce total cost of ownership.

Department of the Navy 2005 Objectives

10. Alignment Align organizations and processes to ensure service collaboration on key joint concepts and capabilities.
 - a. Develop Navy architectural plans for kill chains supporting Sea Shield and Sea Strike Mission Capability pillars.
 - b. Develop an Integrated Fire Control (IFC) Air and Missile Defense capability across Services.
 - c. Ensure Navy Interoperability (FORCEnet) is clearly integrated and aligned to Joint Battle Management Command and Control (JBMC2) plans and roadmaps.
 - d. Continue transformation of the Naval Combat and Weapon systems through the aggressive implementation of Open Architecture precepts across the enterprise.